Human Side 11APRR2006

- Next Week
  - Gene Dickson
- Discussion
  - How can we be of assistance to Toni
    - We are looking for companies
      - Continuous process industries
        - Owens Corning
      - textiles
      - food industries
      - Proposal specific to industrial
        - So, no hospitals
      - We want companies with a high commitment to Kiezen events
        - we want multiple data points
    - Dissemination of information
      - Any possible contacts that might be interested in participating
      - Six months, maybe, happy to help participate on a webinar
      - We are going to write an article for Lean Directions
    - HS (this call) is an interesting group
      - Very much the area we are interested in
      - We really are looking at the human side of these events
      - NSF was looking for research that crosses the boundaries between engineering & behavioral science
    - Why so complicated?
      - Not real sure what we find will be a surprise
      - But management tends to want hard data
      - so this give yet another argument to help "sell" the program to management
      - We have verity and are seeing some common elements
      - give students and new champions realistic expectations
    - We get mixed events
      - sometimes they go as planned
      - other events "do all the right things"
      - but have the event from hell
    - Variables
      - take measures before and after event
      - and we take measures in fixed points in time after the event
      - are the ideas actually disseminating
      - are you getting to continuous improvement
      - Toni listed a number of variables they are using
    - Measure Leadership
      - We do interview up front
      - are Kiezen events strategic to their transformation efforts?
      - Also look at performance measurements
    - Statistically we are a bit messy
      - Since we are sharing data with the participants
      - It may muddy the long term integrety
      - This is a 'journal article" issue
      - pragmatist understand why we doing it this way
    - Measuring fear of eliminating their job?
      - Some shows up in management support
      - willingness to change
      - Trust hard to build, easy to lose
    - Focus at the individual and group level
      - like any proposal you have to narrow it
    - You've picked a real problem
      - Once the outside consultant goes away
      - the impetus goes away
    - We have some companies that worked since the prototype
      - The support can be very "fragile"
      - We have seen drastic changes with only one manager changes
    - Team Assessment
      - Challenge was to decide level of analysis
      - Almost all of our variables are at the team level
      - One Kiezen Event is one data point
      - Testing is at the "team" level
      - MBriggs is an individual type of test
      - There is group/team tools available
- Attendees
  - Terry Begnoche
  - Craig Boewe
  - Richard R Bailey
  - Robert Rowen
  - Toni Doolen
    - doolen@engr.orst.edu
    - Industrial Engineering
    - Oregon State
  - Gene Dickson
    - dixone@ecu.edu
    - Nuclear Industry
- Toni Doolen
  - College at Virginia Tech
    - Eileen Van Aiken
  - Received a grant to study the long & short term effects of Kiezen events
    - 3 year from NSF
    - Project was funded in August
  - Particularly the impact on employee knowledge & sustainability
  - They have an instrument/survey that they use with actual companies
  - cross industries
  - collecting as we speak
  - Research question
    - things we think effect
    - research model that identifies the variable
    - point is to validate the research model
  - A lot of anecdotal evidence
    - both plus and minus
  - What happens to human resources is critical to sustainability
  - We did a best practice study
  - Richard
    - they were using Kiezen events to empower
    - they had multiple sites and published savings numbers
    - Upper management got upset, the numbers might give clients a "cost club"
  - Yes, can be a problem to get the companies signed up
    - mostly supportive
    - sometime a lengthy process for the CDA
  - Participating companies get frequent reports and access to the data
  - We can put the ppt on the HS blog
  - We have the research data protected behind a firewall
  - What are the knobs for planning, implementing, disseminating
    - particularly sustainability
- Gene
  - Industrial engineering from a human viewpoint
  - Savannah Riverside, Westinghouse
  - Current Project
    - Leaders and Followers
  - Not so much with teams